

REPORT OF A COMMITTEE TO REVIEW
THE WORK OF THE COMMUNICATIONS DIVISION
OF THE INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

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IDDR: Report of a Committee to Review the Work in
the Communications Division of IDRC.

IDRC
Ottawa
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Pierre Bauchet (Chairman)
Norman Currie (Member)
Frank Campbell (Member/External Consultant)

LETTER OF TRANSMITTAL

International Development Research Centre
60 Queen Street
Ottawa, Ontario
August 17, 1984

Mr. Ivan Head
President
IDRC

Dear Mr. President:

As you are aware, the uniqueness of the experiment that is IDRC has sometimes required the re-evaluation and slight recasting of one part of the organization's structure or another. In this spirit, the Office of Planning and Evaluation (OPE) recently began organizing, on behalf of the Board, a series of formal reviews of the Divisions of the Centre.

On January 12, 1984, after consultations involving OPE, the Vice-President, Information Programs, and the Director of the Communications Division, a committee was established, to conduct such a review of the work and mandate of the Communications Division. The Committee comprises Professor Pierre Bauchet, Governor, as chairman; Mr. Norman Currie, Governor, as member; and Mr. Frank Campbell, a Third World communicator and ex diplomat, as member and external consultant.

The Committee held three sets of meetings in Dakar and Ottawa between March, 1984, and August, 1984. Apart from two brief in camera sessions, the following persons participated fully in the discussions:

Mr. John Woolston, Vice-President, Information Programs;
Mr. Reginald MacIntyre, Director, Communications Division; and
Mr. Douglas Daniels, Director, Planning and Evaluation, who was represented at the second meeting by Mr. John Hardie.

The Committee received and discussed a document on the past work and future plans of the Division. The document, which was later amended, summarized and refined by the Division, appears as Appendix I to our report.

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Members of the Committee - sometimes individually, sometimes as a group - held interviews with more than twenty persons. These included members of staff of the Division and also senior members of the staffs of other Divisions.

In order to give to the staff of the Division the fullest possible opportunity to participate in this review, the Committee circulated a questionnaire among all members of staff present in Ottawa at the time (mid-May, 1984). Of a total of 34 questionnaires circulated, 23 or 67.6 percent were completed and returned.

Throughout its existence, the Committee enjoyed the co-operation and assistance of several persons, including the Director and Staff of the Communications Division and of other Divisions as well as various members of the Board of Governors. We are pleased with the opportunity afforded us to participate in this most rewarding exercise and wish to submit the following report for transmittal to the Board of Governors.

Pierre Bauchet
Norman Currie
Frank Campbell

A. INTRODUCTION

1. A Historical Note

In the IDRC Act of May, 1970, establishing the International Development Research Centre, the Canadian Parliament stated the new agency's mandate in Section 4 as follows:

"4(1) The objects of the Centre are to initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical and other knowledge to the economic and social advancement of those regions..."

The Act also established the general outlines of IDRC's structure. However, the international composition of the Board of Governors and the autonomy and independence of the Centre all conduced to the participation by the Governors and officers of the Centre in the determination of the final shape of the organization.

The IDRC Act makes no special or specific stipulation regarding communication, though the concept of dissemination is implicit in the objects of the Centre. The Division's

genesis was as the publications arm of the Information Sciences Division. Its role at that time was essentially the dissemination of IDRC research results, mainly through publications. In 1975, that Division was split into two and the Communications Division established with its own Director.

The early history of the Division was difficult partly because of an uncertainty about its role and the conflict between its essentially service mandate and its early attempts to engage in program work.

In 1978, the present Director was appointed with the rather clear if unwritten understanding that his primary task was to see that the Division responded to requests to produce books and films; that it developed an effective Public Communication program; and that it kept schedules and achieved excellence of output. The translation service was added in 1980. To borrow the words of the Winegard Report of 1978: "The IDRC's role in this area has been more passive than active".

The last couple of years have seen the Division trying to widen its mandate. Indeed, the Communications Division appears to be entering yet another phase. The current changes seem to be dictated by a number of forces including growing divisional self-confidence; an ability to question instructions which is born of the boldness of the new staff and the experience of the old; and the recent acceptance on the part

of the President and the Board of a program role for the traditional service Divisions.

2. The True Mandate of the Division

If the Committee has had an over-riding concern that concern has little to do with quality of output. The main concern is with regard to the role of communication and its importance within IDRC. The Communications Division's perceived raison d'être appears to have been too closely linked to the output of IDRC's traditional program divisions.

The deliberations of the Committee have been influenced by the conviction that, for IDRC, communication must be more than a mixture of public affairs and the dissemination of research results to the scientific community narrowly conceived. Communication is a crucial element in the general Third World problematique. Indeed, a significant number of scholars, rightly or wrongly, have adopted the communication question as their point of entry to the understanding, explanation and resolution of developmental problems facing Third World countries.

If this approach is even partly valid, then the Centre needs to ensure that its overall communication program - including communication research - is not the product of happenstance. The Centre must ensure that "scientific, technical and other

knowledge" reaches the correct audience through appropriate channels so as to bridge the crucial gap between the production of research results and the production of development.

This is the context in which the Committee has chosen to review not the past performance but certainly the future plans of the Division.

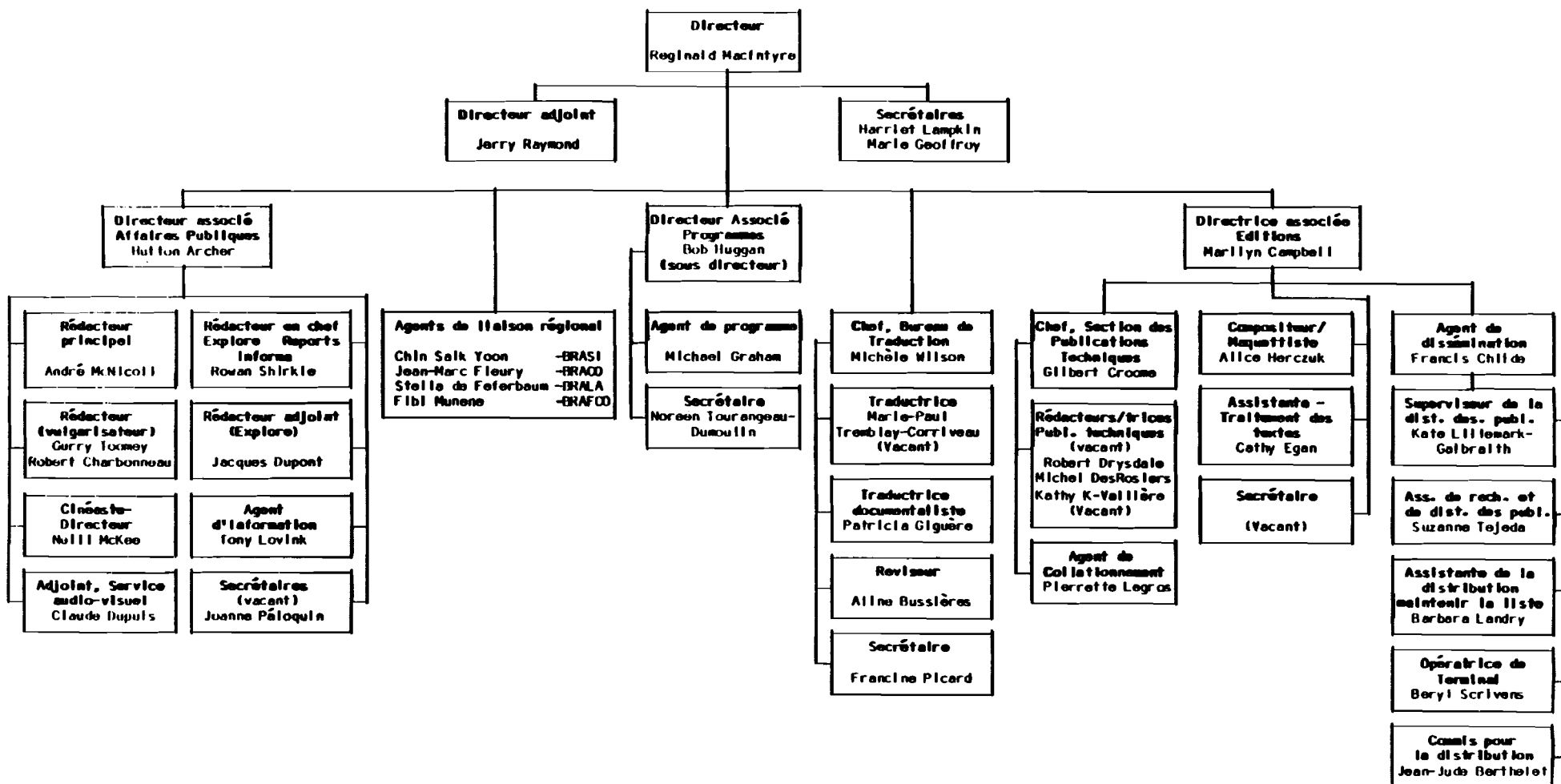
The Committee does not consider this approach to be necessarily inconsistent with the responsibility for communications research remaining with the Social Sciences Division. However, the Committee sees the need for the Communications Division to have at least a consultative role in this field. Members feel, also, that communication research ought to receive greater emphasis than hitherto. The members believe that, to the extent of its own capability, the Communications Division should, if necessary with the help of IS and SS, initiate research and other programs which relate directly and concretely to the use of communication techniques in support of scientific dissemination and of development programs.

Of course, the Committee does not feel that an IDRC research project requires direct Communications Division or IDRC involvement in the subsequent extension work. Members feel, however, that at the very least the Board of Governors as well as Divisions themselves should be concerned to inquire ab initio of each project proposal whether provisions for a

communication or an end-use element should be made either by the Centre, by the grantee or by some other body. The Committee also hopes that over time the Division will develop both the capability and the necessary prestige to enable it to assist the Board and the Divisions in this approach.

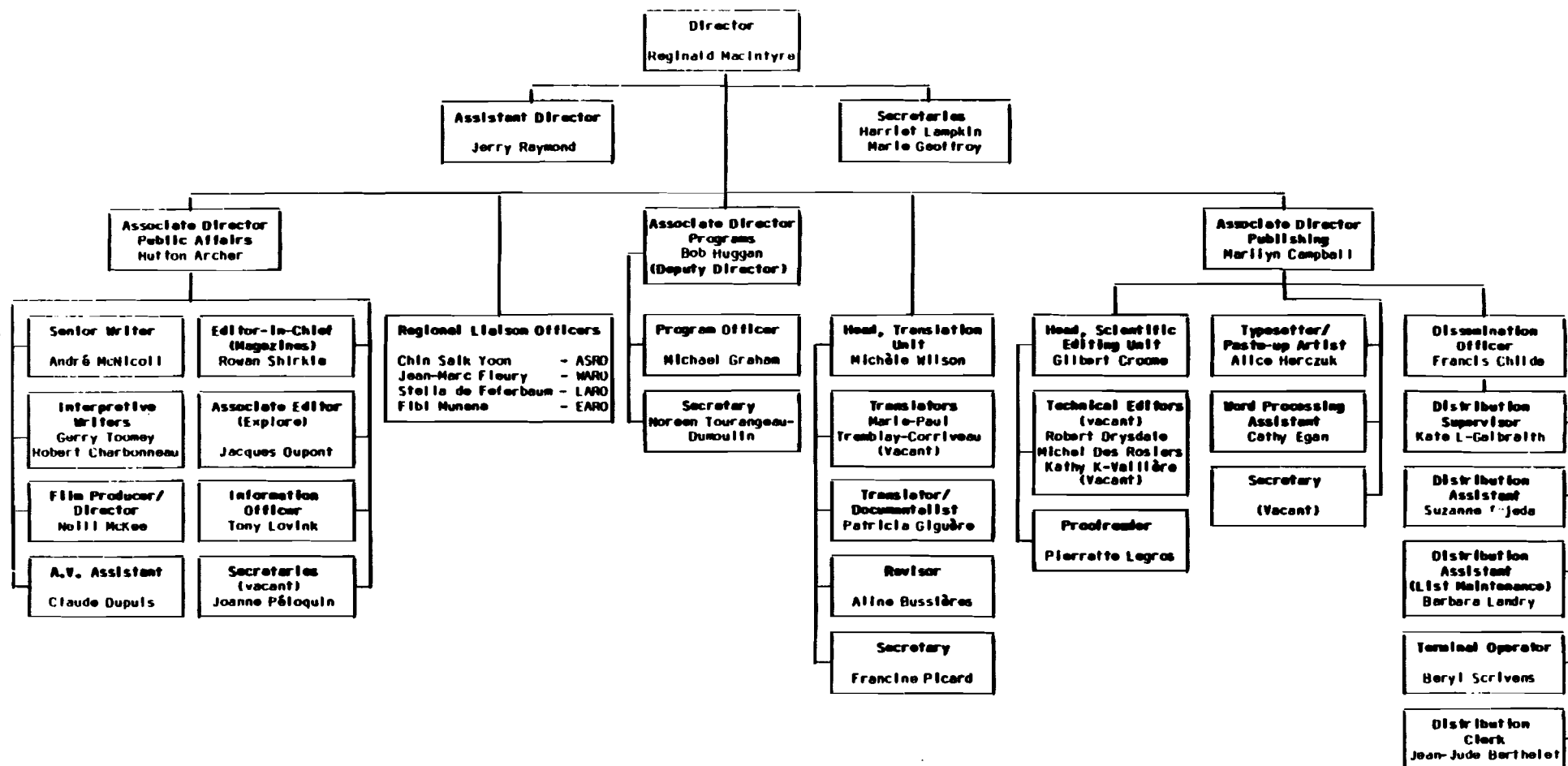
The Committee perceives no contradiction between a service role for Communications Division within the centre and a program role in its relationship with Third World research, media and other institutions. Indeed, one aspect of the work can be viewed as a continuation of the other.

There is, of course, a danger that such a change in emphasis may be viewed as an adversarial shift. This danger can be removed, however, if (a) the new approach to communication comes to be regarded as consistent with general Centre philosophy and (b) decisions of the Communications Division which affect other Divisions are seen to be taken not on whim but in accordance with clear, previously agreed criteria. So, while convinced that the Communications Division should be less passive internally and also more active externally, the Committee nonetheless sees little need for any significant diminution in the Division's responsibility to provide publishing, audio-visual, public-affairs and other services to the rest of the Centre. In some respects, in particular with regard to public affairs, members foresaw, in fact, an enhanced role of service to the Centre.



IDRC Communications Division

- août 1984 -



IDRC Communications Division

- August 1984 -

B. THE REVIEW

1. Method

This, then, is the background against which the Committee must undertake its review of the Division's work. The activities are reviewed under the following categories based mostly - but not exclusively - on the Division's units: (i) general; (ii) audio-visual; (iii) scientific publishing; (iv) translation; (v) public affairs (vi) dissemination/marketing; (vii) regional liaison officers; and (viii) programs. (See accompanying organizational chart.) In each case, the Committee attempts to evaluate the past activities and the future programs of the Division. In evaluating the past, the Committee uses the narrow mandate as the point of reference. On the other hand, future programs are judged on the basis of the wider mandate described above. The questions of management, staffing and resources, and inter-divisional co-operation have also engaged the Committee's attention.

2. The Work of the Division

(i) General

In keeping with the narrower mandate of the past, communication has been treated at IDRC as the final stage of the research process. According to the

Director, the tendency has been to calculate the Division's program as a proportion - approximately 5% - of the entire Centre budget.

There seems to be a consensus at IDRC that, within these parameters, the Division has performed creditably. There is a feeling, a recognition, that the Division's output has been consistently high in quality and quantity and has often approached the realms of excellence. The two heads of other Divisions interviewed by the consultant were pleased with the Communications Division's generally successful efforts to maintain production schedules.

The Committee notes that this positive view of the Division's work is shared by persons and agencies external to the Centre, as evidenced by important awards and positive media reviews.

The members of staff themselves are generally pleased with the quality of their work. Indeed, a few of them, thinking aloud through their questionnaires, have raised the questions of overproduction of material and over-investment in quality to the neglect of objectives.

(ii) Audio-Visual

(a) The Past

The work of the A.V. Unit has been circumscribed by the Division's mandate and method of determining the demand for its work. Hence, of the 19 original film productions and 26 language versions produced since 1975 only one original production and two language versions have been classified as extension films. The respective numbers for public affairs are 6 and 7; for agency-support films 2 and 4; and for project-support films 10 and 13. However, films do not necessarily fit into tight classifications and many films can be used for extension work even though previously intended to serve some other end.

These films have generally won acclaim for their technical quality, for their clarity of narration and for their general impact upon the viewer. Several international awards have been won by the Division and by its lone film producer Mr. Neill McKee.

The Public Affairs Unit, to which the AV Unit is attached, is taking note of the value of producing print material to supplement the messages contained in certain Communications Division films. This approach

can increase the possibility of using films for extension or even curriculum purposes even when the original focus of the film may have been different. Such material can also help where scenes, accents and other elements of a film may be unfamiliar to a viewing group.

Some films tend to neglect the difficulties and even failures encountered in some projects. While continuing to be conscious of the danger of confusing messages, the unit should bear in mind the value of the more open approach, especially in cases where the intended audience is likely to know or discover these problems and failures in any case.

The Committee notes the work of the AV staff in the areas of still photography and slide projection.

The efforts by the unit to develop its skills and output in the area of video are appreciated as is the unit's sensitivity to the fact that 16 mm film production continues to be vital for many Third World countries.

(b) The Future

IDRC will probably always need to maintain some audio-visual capacity in Ottawa and perhaps even to increase

the staffing and other resources of the unit which for most purposes is at present just one person. However, the unit should wherever possible produce some films, videos, slide shows and so on in Third World countries in collaboration with Third World film-makers and with the aim of utilizing and helping to develop audio-visual capabilities in the Third World. The unit should place greater emphasis on the production of material which can be used in support of development communication in the Third World. This material may take the form of videos, slide shows, etc. in addition to films.

The Committee stresses the importance to Third World countries of the rapid development of satellite communication and takes note of research activities on this topic being undertaken by the Social Sciences and Information Sciences Divisions. The Communications Division also needs to keep abreast of this development inasmuch as it can have tremendous implications for the Division's work among Third World institutions in the foreseeable future.

(iii) Scientific Publishing

(a) The Past

Scientific publishing has traditionally been the backbone of the Division's program. Between 1973 and 1983, the Division published nearly 400 titles. Between 1978 and 1984 alone, it sold and gave away nearly 650,000 copies of these publications.

The Publishing Unit has done a superior job of editing and publishing the manuscripts presented to it. The unit has established a system of publication conferences for evaluating a manuscript, and for making decisions on the form, timing and language of its publication. The unit's forms entitled "Decision to Publish" and "Publication Production Conference" appear as Appendix II.

The Committee has some qualms about the quality of content of some of the publications; about whether the costs involved are not occasionally disproportionate to the scientific or other value of the work; and about certain aspects of the procedures for deciding on the publication or non-publication of a work.

(b) The Future

On the basis of its experience over the years, the Division has developed a system for the classification and ranking of IDRC publications which are normally based on IDRC - supported research or other activities. These publications fit into the following five categories: manuscript reports, technical studies, bibliographies, proceedings and monographs.

These, in turn, can be grouped as follows:

Prepared and Edited by Originating Division

Only manuscript reports fit into this set. These include meeting documents, preliminary project reports, etc., and are limited to a maximum print order of 600 copies.

Prepared and "Lightly" Edited
by Communications Division

This group comprises: technical studies (papers for quick, specialized distribution and with a short life-span); bibliographies (prepared using professional bibliographic methods); and proceedings (research and other papers presented at workshops, etc.).

"Close" Editing by Communications Division

This applies to the monograph which is the highest level of output and which is subject to external peer-review.

The Committee feels that the above system is a logical categorization and that there should be a greater effort to discuss and refine the system with other Divisions. The Committee suggests the retention of the present system whereby the decisions whether to publish and in which category are taken jointly by the Communications Division and the Division where the material originates.

However, the procedures with regard to the publication of a monograph need to be much more rigorous than at present. In the first place, the manuscript for a proposed monograph should be sent to an Internal Publications Review Committee chaired by the Associate Director (Publishing) and comprising representatives of

- the Publishing Unit (Dissemination Officer and an editor);
- the Public Affairs Unit;

- the originating Division (2 representatives); and
- another Division

This Committee should be free either to reject a manuscript, to recommend its publication at a lower level, or, if it appears worthy enough, to submit it to external peer-review. Peer-reviewers should be chosen from among competent members of the scientific community in Canada, the Third World or elsewhere, and should have the option of anonymity.

The peer-reviewers may reject the manuscript, return it with suggestions for improvement or support its publication. Once a decision is made to publish, the manuscript must then go to the usual publications conference for decisions with regard to language, style, timing, quantity, illustration and so on, and to the editors for careful editing.

Sometimes, instead of publishing a manuscript, the Centre supports its publication by a Third World, academic or commercial publisher through its buy-back policy. This policy involves the bulk-purchase and free distribution of an agreed number of copies. There seems to be evidence, however, of some abuse of this policy. The Committee therefore suggests a re-statement of this policy for the benefit of all Divisions.

While IDRC material should for the time being generally continue to be published in Ottawa, London, Paris, etc., some publications, especially those below the monograph level, should be contracted out to Third World institutions.

The Third World scientific community and the development and political communities in Canada and elsewhere must remain the prime target for IDRC's scientific publications. However, the Division should attempt to reach other audiences including extension workers through such means as an increased emphasis on "other language" versions. The unit, together with the Program and Public Affairs Units, should also assist Third World institutions to develop programs for the popularization of scientific material in written and other forms. Such programs must of course take account of the low literacy levels in some Third World regions.

(iv) Translation

(a) The Past

The Translation Unit, comprising five persons, is able to do less than 50 percent of the translation required by the Centre. The Regional Liaison Officer in

Colombia translates all material for the Centre's Spanish magazine Informa and for a number of small publications or arranges and supervises such translation. Major Spanish translations and the translation of project proposals submitted in Spanish are usually done by the Translation Bureau of the Department of the Secretary of State. The unit has no Spanish-language capability and generally program officers can only study these Spanish language project proposals after translation.

Most French-to-English translations are also sent to the Translation Bureau as have been translations involving the Arabic and Chinese languages. The Bureau does not charge IDRC for such translations but the Unit has a small budget for translations required in a hurry and done by individual outside translators.

The Department of the Secretary of State has apparently supplied work of a high quality and has generally met Centre deadlines relating to French-to-English translations. However, Spanish translations have been delayed by as much as one and a half months. The translations done contractually have apparently been of variable quality and have sometimes required significant revision in-house. The quality of work done by the unit itself, including its revision of

work done outside the Centre, is best judged by the relative absence of complaints either from readers or from reviewers though bilingual writers within the Division have occasionally expressed some unhappiness.

(b) The Future

The Committee believes that either to translate every book or article willy-nilly into every language or to fail to translate material where the demand or the needs of development communication so dictate would be an error.

The Committee sees the need for some in-house capability in Spanish-to-English translation within the Division. The Committee sees the need also for the appointment of someone in the Public Affairs Unit to deal with minor English-to-Spanish translations which at present have to be sent to Colombia.

The Committee has noted the call for more French material - including specialist dictionaries and scientific material - to be made available in the Library of IDRC or within the Division.

(v) Public Affairs

(a) The Past

The Centre has had a modest public-affairs profile in Canada because of the Third World nature of IDRC's work and, until now, the lack of a Canadian component to Centre activities. The Committee appreciates the efforts made by the Public Affairs unit during the earlier phase and believes that The IDRC Reports/Explore/Informa produced by the unit may be rated among the best publications produced by the Centre. However, the Committee notes the low level of awareness about IDRC within Canada and the need to pursue a higher profile to reflect changing political, economic and other circumstances.

(b) The Future

For this reason, the Committee has been pleased to receive the document outlining the Division's new public-affairs strategy. The objectives of this new strategy are given as: (1) developing an awareness of IDRC as a centre of excellence on Third World development issues; (2) promoting the Centre as the logical source of information and expertise in Canada on these

issues; and (3) enhancing the effectiveness of the Centre through public understanding of and support for its mandate. The target audience of the proposed public-affairs campaign comprises: (1) political decision-makers; (2) development researchers and professionals; (3) development constituencies in Canada; and (4) the general public. According to the strategy document, the Division perceives the Centre staff and the mass media as the main communication channels.

This new strategy is consistent with the Committee's thinking, as stated at its preliminary meeting in Dakar, that Canada should be the primary audience for the public-affairs Unit. The Committee and the Division are at one also in identifying decision-makers, researchers and members of the development community as specific target groups.

However, the Division's strategy reaches out much further to the public at large. The Committee has studied the Division's rationale and accepts the wisdom of this new thrust. However, the pitfalls of a high public profile should not be under-estimated. Once the new course is embarked upon the Unit and the Division will therefore require the full support of the entire Centre. Fortunately, the Centre has in its

favour an impressive record of achievement and a lengthy period of perhaps excessive modesty.

While the emphasis must now be on Canada, neither the Third World nor the scientific community in the developed countries should be neglected. In fact, the feedback from an overseas strategy through the media and the diplomatic machinery can, in a limited way, have a positive effect on the local public-affairs programme itself.

(vi) Dissemination/Marketing

(a) The Past

This is perhaps the area in which the Division has been least effective. The failure of the Division started at the most basic level in the dissemination of publications on the basis of an outdated mailing list and of films without a coherent marketing strategy.

(b) The Future

The recent appointment of a Dissemination Officer has begun to bear fruit. This initiative seems likely to

result in a more meaningful mailing list; in a regular system of feedback; and generally in a more organized dissemination/marketing strategy.

In the future, the dissemination staff will need to deal with the special problems and requirements which the shifting of book and film production to the Third World is likely to impose. Also, the efforts to reduce wastage and to ensure that the Centre's material reaches the most appropriate audience should continue. The Committee also recommends that the Division's dissemination/marketing strategy should include sending initially brochures and one-page summaries, rather than entire texts, to busy decision-makers.

Recent arrangements to have IDRC films marketed or otherwise disseminated through the National Film Board of Canada, through Canadian diplomatic missions abroad and through various Third World and other organizations should be encouraged and intensified.

(vii) Regional Liaison Officers

(a) The Past

The first appointments of RLOs to regional offices were made in 1981 in response to a growing awareness

of the importance of Third World concerns to the Division's activities. Already, these officers have had a catalytic effect on some aspects of the thinking and work within the Division. For example, the RLOs have been credited with helping to move the Division in the direction of a program role and with some of the earliest efforts to shift the emphasis from free to marketed distribution of IDRC material.

(b) The Future

In future, they can play a similarly dynamic role in improving the Communications Division's relationship with other Divisions represented in the respective regional offices. Both the distribution of the time of the RLOs between the various tasks required of them and the additional help needed in particular cases should be addressed. The Committee recommends the appointment of local staff to deal with the clerical and other less demanding tasks thus freeing the RLOs to do more creative work.

The RLOs' role is likely to be important in the identification and evaluation of projects; in project implementation; in providing feedback on the outcome of projects; and generally in the evolution of the Division's program role.

The Committee firmly believes that the Division, taking advantage of its RLO system, should expedite its plans for de-centralization. RLOs, for example, should be given greater responsibility for dissemination. They may perhaps be allowed also to approve projects within certain limits.

(viii) Programs

(a) The Past

The Committee welcomes the evidence of the Division's movement in the direction of program activities.

The Committee cannot at this early stage measure the success of this area of the Division's work except, perhaps, to observe the apparent success of, and continued demand for, its science-writers training programs in West Africa and the mixed results of similar endeavours in Asia.

(b) The Future

The Committee welcomes as a sensible beginning the Division's plan to exercise its program functions in the following areas:

- (a) helping to develop the capacity of Third World institutions in the publication and dissemination of the results of scientific research among the Third World scientific community;
- (b) helping to develop the capacity of the popular media to disseminate scientific information to a wider audience in the Third World;
- (c) promoting and supporting communication research activities in those areas not currently covered by the Social Sciences Division.

However, the Unit should resist any a priori definition of what media are functional in the transmission of scientific and other development messages in the Third World. For example, the vitality of face-to-face media, including folk media, subsists in many Third World societies. Second, the Committee feels that the Third World point of view, including the view of Third World communication scholars, should be canvassed as fully as possible in the development of communication programs. Third, the Committee wishes to reiterate the need for close collaboration between the Social Sciences and Communications Divisions.

3. Staffing, Resources and Management

(i) Management

The Committee recognizes the call by some staff members for a greater sharing of responsibilities and for the greater involvement of subordinate staff members and the middle management in the decision-making process; for greater delegation of authority; and for de-centralization. The Committee is therefore pleased to take note of a number of new arrangements such as the Unit Heads Meeting, the Annual Staff Meeting and, fairly frequently, meetings to hear the complaints and views of the staff. The Committee's investigations have revealed that these efforts have begun to bear fruit. The Unit Heads Meeting in particular has the potential to galvanize the creativity of the entire staff in a well-ordered manner to assist the Director in dealing with the new challenges and complexities which lie ahead.

(ii) Staffing and Resources

There seems to be a feeling among the Division's staff that, by and large, the Division has been provided with the non-human resources required to fulfil its

traditional mandate, though they have raised questions ranging from poor ventilation in some offices to the need for better photocopying facilities. However, there is a consensus - almost a unanimous view - that the Division needs additional support staff. Apart from the fact that the ratio of support to professional staff within the Division seems to be the lowest in the Centre, the Division's more highly paid professional staff spend significant working hours doing less highly paid clerical jobs. Some views were also expressed about the insufficiency of professional staff, e.g. in the Translation and Public Affairs Units.

While the Committee does not consider itself competent to evaluate all these submissions in any detail, it fully supports the appointment of additional support staff in the Division. Also, the Committee recognizes that some of the approaches it is recommending or supporting may require additional resources. In some cases, a re-allocation of resources may be possible. In other cases, the Division may be well advised to purchase services on a freelance, work-for-hire or consultancy basis rather than to employ additional staff. However, in at least a few cases, as in the Audio-visual section, the recruitment of additional staff may be unavoidable.

4. Inter-divisional and other Co-Operation

(i) General

The need for the Communications Division to work closely with most if not all other Divisions within the Centre has been generally recognized. This report has dealt with the need for an especially close collaboration with SS in the development of the program role of the Communications Division. Similarly, the Division's Public Affairs Unit should work closely with the Cooperative Programs Division in the new public-affairs thrust. The Cooperative Program provides the basis for spreading IDRC's message of Third World development among members of the Canadian scientific community and, through the mass media, among the Canadian public in general.

(ii) Specific: Communication Division and IS

In mid-1983, Mr. John Woolston was appointed Vice-president, Information Programs, charged, inter-alia, with the responsibility to provide "overall management, including monitoring and co-ordination" of the programs of the Information Sciences and Communications Divisions.

The Committee considers it too early to evaluate the effectiveness of this system and the extent to which the above-mentioned objectives are being achieved. A group feeling among the employees of the two divisions is yet to be evidenced. Nonetheless, members of the Committee believe that the work of each of the two Divisions can be enriched if such co-operation as has begun can be strengthened and further expanded.

(iii) Inter-organizational Co-operation

The Committee wishes to encourage the further development of co-operation between the Division and the Communications Division of Canadian International Development Agency (CIDA) where such cooperation enures to the mutual benefit of the two agencies. Similar co-operation with the Communications branches of UNESCO and other international bodies is also to be encouraged where such cooperation can reduce duplication of effort, e.g. in the production and distribution of films, or generally enhance the cause of Third World development.

C. SUMMARY OF RECOMMENDATIONS

(i) The Communications Mandate

- (a) The Board of Governors should recognize communication activities within IDRC not merely as a "service" function but as a contribution in its own right to Third World development and should accord to the Communications Division the wider mandate described at pages 3-5 above. This mandate should be interpreted to include assistance to Third World scientific and communication institutions to disseminate scientific information to their people at all appropriate levels. While pursuing its program role, the Division should not however neglect its traditional "service" role.
- (b) The Social Sciences Division should, in the foreseeable future at least, retain responsibility for those areas of communication research now dealt with by that Division. Those aspects of program work, including research, in the communication field not currently addressed by SS should, where appropriate, be integrated directly into the

activities of the Communications Division. The greatest possible co-operation between the two divisions should be encouraged in relation to both sets of activities.

- (c) The management should ensure that provisions are made for a communication and end-use element during the development of each IDRC project.

(ii) Audio-Visual

- (a) The Audio-Visual section should, where possible, transfer some production activities to the Third World. The section should also cooperate with the Program Unit in the development of the capabilities of film-makers and other audio-visual producers in the Third World.
- (b) The section should examine carefully the advisability of increasing the emphasis on media other than film. In particular, a scheme needs to be devised, in association with the Program Unit, for the use of radio as a tool of scientific dissemination.

(iii) Publishing

- (a) Every effort should be made to ensure that the Unit's classification system is understood and accepted throughout the Centre.
- (b) An Internal Publications Review Committee should be established under the chairmanship of the Associate Director (Publishing). The Committee should comprise representatives of the Publishing Unit and the Public Affairs Unit. Whenever the Committee is considering a manuscript, representatives of the originating Division and of another Division should be added.
- (c) The present method of deciding whether and in what category any material should be published should be maintained. However, no monograph should be published without passing through the Internal Publications Review and External Peer Review systems.
- (d) The Director of the Division should clarify and re-state the Centre's "buy-back" policy for the benefit of all Divisions. While retaining the

right to decide on the "buy-back" of any publication, the Director may seek the advice of the Internal Publications Review Committee.

- (e) In appropriate cases, IDRC's publications, including monographs, should be printed in the Third World. Spanish and "other language" versions should generally be printed in the Third World. The Unit should also co-operate with the Program Unit to share IDRC's publishing expertise with Third World professionals and organizations.

(iv) Translation

- (a) Plans to introduce some Spanish-language capability at Head Office to facilitate the work of program officers and of the Publishing and Public Affairs Units should be implemented. However, the major Spanish translation activity should continue to be done in Bogota, preferably on a contract basis.
- (b) "Other language" translations should as far as possible be done in the Third World.

- (c) The Division should continue the system of having some work translated by the Translation Bureau and when necessary by private contractors.
- (d) The Unit should, with the help of the Library, review the number of dictionaries and other reference and scientific material available in the Centre in French or Spanish.

(v) Public Affairs

- (a) The Unit should proceed with the implementation of its new public-affairs strategy. However, the possible pitfalls of such a strategy, and in particular the dangers of failure, should not be ignored. Once implementation of the strategy begins, the President and the Vice-President, Information Programs, should therefore ensure that the Division and the Unit obtain the full support of the Centre.
- (b) The emphasis of the public-affairs program should be on the Canadian audience. However, to ignore totally the Third World audience or the developed world's scientific or development community would be an error.

- (c) The Unit should maintain the standards of its several publications and ensure that more of the articles appearing in Explore and Informa are written originally in French and Spanish respectively.

(vi) Dissemination/Marketing

- (a) The dissemination staff should continue with the streamlining of the system of book and film distribution and generally with its new marketing strategy so as to achieve wider and more efficient and effective dissemination of IDRC material.
- (b) The Unit should pursue its shift in emphasis from free to paid distribution of books and films to the extent that this can be done without depriving interested nationals of Third World countries of access to IDRC material.

(vii) Regional Liaison Officers

- (a) The Director should partly decentralize the work of the Division by shifting responsibilities either to RLOs or to Third World institutions. Book publishing, program

activities and public affairs are all possible areas for decentralization. In each case, the Director must of course set limits to RLOs' decision-making powers and responsibilities.

- (b) RLOs should be appointed to all regional offices.
- (c) RLOs should be encouraged to play a positive and pivotal role in establishing closer collaboration between their Division and other IDRC Divisions.
- (e) The Director and the President's Committee should examine the feasibility of relieving RLOs of some of the minutiae with which they are now burdened, either through local appointments or through contract arrangements.

(viii) Programs

- (a) The Program Unit should proceed with its new plan of activities taking due account of the scheme outlined above for the division of responsibilities between the Social Sciences and Communications Divisions. The discussions already begun between the two

Divisions on this question are to be encouraged.

- (b) The Unit should work closely with communications practitioners and scholars in Third World countries and with the RLOs to increase its store of knowledge about the relevant communications programs and processes of these countries.
- (c) The implications of current developments in satellite communication for the work of the Division should be kept under constant review.

(ix) Management, Staffing and Resources

- (a) The Director should continue, and develop, the systems of consultation established within the Division including the Unit Heads Meeting, the Annual Staff meeting and other staff meetings.
- (b) The Director and the President's Committee should undertake a comprehensive evaluation of the changes in the amount or mix of resources which may be dictated by the Division's new mandate, initiatives and activities. Due account should be taken of: the relative advantages of "making" and "buying"; the

inefficiency which appears to result from an inappropriate ratio of support and professional staff; the need for additional audio-visual staff; the need for a Spanish-language capability; and the value of having an RLO in each regional office.

(x) Inter-divisional and other Cooperation

- (a) The Communications Division should ensure with the help of its RLOs that the best possible relations exist with all other Divisions.
- (b) There is an especial need and opportunity for the closest cooperation between the Division and the Information Sciences Division.
- (c) The Division should continue and, in appropriate cases, intensify its relations with the Communications branches of CIDA, UNESCO and other international development agencies.

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

STATEMENT ON THE PROGRAM OF WORK

of the

Communications Division

Submitted to a Review Committee

of the

Board of Governors

13 August 1984

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INTRODUCTION

Communications are an essential part of the infrastructure needed to ensure the application of scientific and technical knowledge in the process of economic and social development. The IDRC mandate therefore infers a major responsibility to assist developing countries to build their mechanisms to communicate scientific and technical knowledge in the national context and also within the South-South dynamic.

Concern about imbalance in the flow of information, usually from North to South, and about the political and social effects of that imbalance, has been on the increase since it was given international prominence by the 1980 publication of the Report by the International Commission for the Study of Communications Problems (The MacBride Report). This concern has been further increased by the events and conferences of the United Nations World Communications Year 1983 and by the great leaps forward in communications technology that seem to be occurring with ever-growing frequency. People are simply more aware than they have ever been of inequities in information flow between the industrialized and the developing countries.

The Communications Division perceives its primary mission as being the provision of assistance in the dissemination of the results of research carried out by researchers and research institutions in the Third World, with a view to both sharing these results with other researchers and also to aid in their eventual utilization. To this end, the division is continuing its traditional capacity to disseminate these results directly by a variety of methods but it is also seeking to maximize the use of Third World

dissemination mechanisms where these are deemed to be sufficiently developed to do so effectively.

At the same time, IDRC needs to maintain a dialogue with the Canadian scientific community, both to promote an understanding of the Centre's programs and to solicit the participation of Canadian scientists where appropriate. The Centre also has a larger task of interacting with the Canadian public to ensure an understanding of development issues in the broad sense.

Some Antecedents

The Communications Division was not one of the original divisions at the Centre. The writing, editing, book production, distribution, and public relations needs were addressed by hiring staff to do specific tasks and assigning them to various groups. As the Centre grew, however, particularly in 1972 and 1973, so did the demands for publishing expertise. As a temporary measure the president brought together staff involved in the two main streams of activity under two "offices" reporting to him: the Office of Publications and the Office of Public Information. These two groups were merged into the Publications Division under a Board-appointed officer in 1975.

The Publications Division probably attempted to grow too rapidly. It involved itself in project support work as well as providing publishing and public affairs services to the Centre before it was adequately staffed and had acquired sufficient experience. With the appointment of the current IDRC

president and the departure of the second divisional director in mid-1978, it was decided that the renamed (Communications) division should revert to its original role of being a support division and to concentrate on building up its credibility and expertise in publishing and public information.

During the next two years a number of staff changes were made, including the appointment of an associate director in charge of public affairs. Staff departures and appointments resulted in a significant upgrading of the quality of staff, generating better morale and output.

As part of a Centre-wide economy measure in 1978-79, it was decided to reduce the staff of the Spanish editorial group in Bogota, and to bring the production components of Spanish publishing activities to Ottawa. At about the same time it was also decided to absorb the translation unit into the Communications Division where there would be closer and more productive interaction between the translators and revisors and the editors and writers.

In 1980 divisional representatives were placed in the larger regional offices. It had become clear that it was necessary to disseminate more actively the results of Centre-supported work, to advise grantees on their publishing/dissemination problems, and to provide input to the existing programs of the divisions.

The work of the regional liaison officers (RLOs) inevitably led to an expansion of the division's "outreach" activities, and for some time this need was met through small division activity projects (DAPs). With a strong Ottawa staff and the presence of the RLOs, the division embarked on a modest

program of project activities in 1983-84. This added considerable flexibility to what the division was able to do in publishing, public information, films, etc. To ensure that this revived program activity grew carefully and in a professional manner, the associate director of public affairs was reassigned associate director for programs in January 1984.

With the growing emphasis within the Centre on utilization of research results it seems appropriate for the Communications Division to play a key role, if not a lead role, in the dissemination process. It is this component of communications that is the first and most critical step in the utilization of research results. In order to do this in the most effective way possible the division is now faced with some difficult and important decisions:

- Should we expand so as to meet the growing demands made by grantees through program division staff for the publication of Centre-supported research? Or should we maintain our present level of publishing and focus on helping grantees find other appropriate publishers?

- Should we concentrate on the strengthening of institutional and individual publishing capacity in developing countries to produce better publications and to develop more effective distribution strategies?

- Should we continue to expand our filmmaking activity or should we concentrate on passing on our expertise to developing countries to help demonstrate the importance of audiovisual aids in education and development?

- Should we maintain our policy of providing publications (including the magazines) free of charge, or should we pursue our current shift toward reducing the availability of free publications and more aggressive marketing through worldwide sales agents?

The Communications Division Today

This document contains ideas from senior management and from a number of senior staff members of the division who were asked to submit their views on present and future directions for the division.

The director and deputy director represent senior management, and are well supported by an associate director (publishing), an associate director (public affairs), and two senior unit heads (editing and production and translation). The division also employs a senior administrative officer (at the assistant director level) to handle the complex of financial and personnel matters. The deputy director is also associate director (programs).

Scientific and Technical Editing

It is an axiom that the research process is not complete until the results are published. The backbone of the Communications Division is therefore scientific and technical editing; it is our priority in terms of support to researchers in developing countries.

With the exception of the magazines, IDRC Reports, le CRDI Explore, el CIID Informa, all Centre-published material is edited and processed in large measure through the Editing and Production group.

There is increasing interest among the editors in the division to become more involved in "outreach" work, to act as resource people and to help their counterparts in the Third World improve their editing and book production skills.

This of course needs to be balanced off against the need to maintain at least our current publication level. There are essentially two reasons for doing so. First, there is a widely held view that publication by IDRC guarantees global distribution, and so there will be a continuing demand from institutions in developing countries for the Centre to publish the results of their work. Second, although IDRC itself does not actually "do" research, having its own highly visible series of publications in monograph or other forms means it can maintain its status among research agencies and other funding groups.

General Publishing

The two most prominent general publications of the division are the Annual Report and Searching. The Annual Report, containing a financial statement and a summary of the work of the Centre, is required by Statute. Searching is an annual review of activities in a particular calendar year and is aimed at people in Canada and elsewhere who have a general or a specific interest in development issues.

The 1983 Searching underwent a major conceptual change. Rather than looking at the work of each division separately, it looked at the economic and social priorities of each of the major developing regions and how the Centre

responds to them. In future years, by way of analysis and synthesis, Searching will try to probe more deeply into the work of the Centre on a regional basis.

With the addition of a full-time writer working exclusively in French, many articles now originate in that language for use in the Centre's magazine, and elsewhere. The staff newsletter Echo/l'Echo has half of its original copy written in French. The division will also soon have on staff a Spanish-speaking editor and translator to strengthen its Spanish-language capacity.

Public Affairs

The major resources for the public affairs activities of the division are the publications mentioned above: the three language editions of the magazine, Features/Reportages, the Annual Report, Searching, and films. In the end, of course, the most important resource for public affairs is the professional staff of the Centre in their contacts with colleagues in Canada and elsewhere in the world. The newly appointed associate director of public affairs has now completed a public affairs strategy for Canada, which is included in this report in the section "Public Affairs."

Audiovisual

Although the audiovisual activity is part of the Public Affairs Unit it is presented separately because of the uniqueness of the Centre having its own filmmaking capability. Another reason is the potential of audiovisual in development, providing better means can be found to make films and video more widely available in developing countries.

The making and marketing of films are addressed in some detail in later sections of the report.

Dissemination/Marketing

In early 1983 the division appointed a dissemination officer to work full-time on the elaboration of strategies for a more effective use of the Centre's printed and film materials, and to advise also on how the division can best direct some of its project work to improving the efforts of developing countries in this area.

Project Support Activities

Following a decision in 1982 by the Centre's Management Committee to the effect that the division could undertake some project work, Communications was allocated a program budget of \$300,000.

This sector of divisional activity has two main components: Scientific Communication and Media Development. Scientific Communication has three major subsections: improving information dissemination among developing country scientists; improving information dissemination from the scientists to the technologists and technicians; and improving information dissemination in the national languages of Third World countries. In the media development sector, projects will focus on making research results available to the widest possible audience through radio, print, and audiovisual (film and videotape) resources.

Regional Liaison Officers

The division now has representatives in Bogota, Dakar, Singapore, and Nairobi. With the exception of Dakar, these regional liaison officers are all from the regions.

The RLOs act as a one-person Communications Division. They are called upon to write articles, edit material, do media relations work, advise grantees on publishing matters, respond to information requests, distribute films, negotiate project proposals, monitor projects, and so on. In addition, they provide invaluable advice to division management on all matters of interest to the division and have a major impact on policy.

There is a growing concern on the part of division management, however, that the RLOs now have more work than they can comfortably handle and that back-up support must be provided. Depending on the additional tasks the division undertakes, the five-year staff projections may therefore be inadequate.

Division Management

In the past five years there has been no increase in management staff. This is partly the result of a conscious desire to keep management ranks lean, but also because of the pressure for person-years in the production side of the division. But the need for one additional administrative level position is now apparent.

The management of the division recognizes that it is necessary to give a high degree of freedom and trust to staff to maximize creativity. Every

effort is therefore made to provide staff with the most effective work environment possible and the best opportunities for professional development. Inevitably, in a creative environment some tension will develop between staff and management. We have now created a forum to address all matters of staff concern at informal monthly meetings, largely initiated and chaired by staff.

Interdivisional Cooperation

The nature of the division's service function dictates a high level of contact and cooperation with other divisions of the Centre. As well, in the emerging program work, it is clear that many future projects will be pursued in collaboration with other divisions. To date, we have developed joint projects with the President's Office, Fellowships and Awards, Social Sciences, Cooperative Programs, and Information Sciences. Such collaborative and cooperative ventures are expected to continue and grow.

The Future

The division looks forward to receiving guidance from the Board Review Committee, particularly as it launches into project work. There will be many choices in the future, each of which will have to be carefully examined to ensure the best use possible of the staff of the division and the funds of the Centre.

Much as is the case with the Information Sciences Division, one of the persistent demands placed on the Communications Division has been for the borrowing and seconding of staff: the provision of an editor to attend a scientific symposium and edit the proceedings for publication; the provision of a senior staff member to advise institutions (certain of the International

Agricultural Research Centres, for instance) for the effective organizing and staffing of a publication unit, etc.

For many institutions in the developing countries the value of the Communications Division in the future will be as a source of expertise, to facilitate the transfer of know-how in writing, editing and producing monographs, books and films. But more than that, it will also be on how best to ensure that research results reach the farmers and the fishermen, the village extension workers and the young scientists so that they can begin to share in the wealth of new knowledge being generated everywhere in the world.

PUBLISHING

Scientific/Technical

The Communications Division has followed a long-standing policy of only publishing the results of research projects funded by the Centre. There have been some exceptions to this policy, if a particular publication was considered an important contribution to the overall goals of the Centre and a significant contribution to development. Although we have had in place for some years a formal "Decision to Publish" process, this did not always succeed in screening out poor manuscripts, some of which were project reports. Manuscripts also emanated from proceedings of workshops and meetings and were usually placed in the monograph series. Two other series, the Technical Studies series and the Manuscript Reports series, also contain reports and documents resulting from IDRC-supported research.

Publishing Decisions

The division, in the past, probably acted too quickly in responding to publishing requests from other divisions. Our policy has been to produce books as quickly as possible. Unfortunately insufficient time has been spent in assessing the quality of the material, with a further tendency to rely too heavily on the judgment of the program officers involved.

If it is accepted that not all Centre-supported projects are successful, and that all material flowing from our grantees is not automatically in publishable form, and that IDRC should guard against publishing unworthy material, then there should be in place sufficient safeguards to ensure both

the integrity of the Centre's imprint and the reputation of Third World scientists.

The most feasible mechanism for this purpose would appear to be an in-house "peer review group," to review material for publishing in all of the series, other than the manuscript report series, and to make critical and objective decisions on what should or should not be published. Membership might include the associate director (publishing), the associate director (public affairs), the dissemination officer and two or three program officers from other divisions. These program officers could change from time to time if desirable. Members of the group could be appointed by the president, in a similar fashion to the practice employed with the Centre's Administration Committee.

Decentralization

The Division can make an immediate contribution towards increasing the Third World's share of books in print by aiming to produce a larger number of its own publications in developing countries. The problems associated with doing this while maintaining existing standards of appearance and content are recognized. Outside the industrialized world, it is often difficult to obtain high-quality typesetting, paste-up, printing, and binding. However, these skills can be identified in specific countries and publication coordinated through the regional offices. It may, in some cases, prove more expensive, but the rationale for opting for Third World publishing is not economy, but rather to support indigenous publishing and to develop scientific publishing skills in the regions.

Editing Training

A natural component of decentralization would be to train developing country editors in production techniques. At present, because of the Division's reputation for putting out high-quality publications within short periods, editing staff are constantly called upon to attend meetings overseas and to produce the proceedings of these meetings.

Instead of continuing this practice, Division staff could be trained in all aspects of publication production, editing and, to a lesser extent dissemination, and be made available as trainers in the developing countries.

Buyback Policy

The "buyback" mechanism has been used both to support the publication of the results of Centre-funded research, and to make available to LDC research institutions significant publications (usually published in the North) which complement and enhance a particular program thrust of one of the main program divisions.

In the former case, a senior divisional officer would request that the Communications Division purchase copies (possibly up to 300) of a particular publication containing results from an IDRC-supported research project. This is regarded as an acceptable means of helping in the dissemination of IDRC-funded research results. The distribution of the purchased copies should, however, continue to be done by the Communications Division, in order to ensure control over who gets them.

In the latter case, there would be a request for bulk purchasing of texts produced by an individual or institution considered by program staff to be worthy of Centre support. The Communications Division has no input into the content of the book, and frequently does not have an opportunity to vet it. Our role has been simply to purchase and to distribute copies free of charge to selected names on the Centre's mailing list.

This policy has caused, and will continue to cause, problems for IDRC unless there is some system of assessing these publications prior to a decision to get involved with its distribution. The in-house "peer review group" should probably acquit this responsibility. A revised policy is now being developed to address this issue.

As well, an overall publishing strategy is being developed. In relation to the Scientific Publishing Unit, it will define with some precision what should be published, how to ensure a more rigorous review of material submitted for publication, and whether it should expand its communication support role in developing countries.

General Publishing

The Centre's magazines (The IDRC Reports, le CRDI Explore and el CIID Informa) have in the past been straightforward public affairs tools, "about the work of the International Development Research Centre and related activities in the field of international development." The magazines have remained a constant in the many changes of the public affairs program, and have come to carry much of the responsibility of communicating information

about IDRC to the "outside world." Because they are informative, topical (on scientific issues in development), reliably objective and factual, they attract attention and win respect for the work of the Centre among a variety of publics. Professional staff of the Centre have come to appreciate the magazines as useful tools in their work: for explaining, introducing, signalling Centre interest in research areas, etc.

The Division discussed at its 1984 staff meeting the following possible modifications to its general publishing activities:

- 1) the establishment of an independent science magazine for development;
- 2) the value of changing the present magazines to a newsmagazine format in English, French, and Spanish;
- 3) the production of special editions of the magazine in other languages, or focused on regions or on particular audiences (including a Canadian edition).

Although the idea of an independent development science magazine didn't receive strong support, the arguments for such an initiative are worthy of record. The Division's recent expansion into project activity arose from its recognition that the science communication capabilities of developing countries must be strengthened. An independent magazine on science and development that would serve to stimulate a broader understanding of science and prepares people in Third World countries to manage it in the development process would be a useful tool in this regard. IDRC's magazines, in a modest way, have been carrying out this function. There is no other magazine that does this specifically for a developing country audience. Rather than put

more resources into our magazines to make them more effective in this regard, the Division could support others -- in the Third World -- to do it themselves. It would take about three years of fairly sustained effort to launch such a magazine successfully.

The meeting felt that the existing format of the magazines is well suited to the present function. Staff considered the following characteristics of the magazines worthy of retention:

- 1) They are feature-oriented. Most articles are one, two, or three-page treatments of a particular subject.
- 2) They have a conventional public affairs function. Articles are about IDRC-supported research, or show how IDRC-supported work fits into larger development problems.

With the introduction of some new editorial policies over the last year, the magazines are also beginning to demonstrate that they can serve other functions:

- 1) helping to develop awareness among policymakers, opinion leaders, administrators, educators, and development workers in developing countries of the need for science-based development;
- 2) providing first-level information about IDRC-supported research -- identifying information of use and interest to a readership of practitioners (researchers, scientists, technologists, and field workers);

- 3) stimulating new project activity and proposals directed to IDRC; and
- 4) stimulating science writing, and providing a forum in which developing country journalists, scientists, etc., can address a large audience in the South and the North.

Versioning

A program of "versioned" magazines is planned. These could be special language editions (e.g. Arabic, Chinese). They could also be geographically focussed, following and supporting the expansion of Centre programs in certain areas. A special Canadian edition, with perhaps a larger distribution and a more popular style, could also be included. These versioned editions could be annual, one-shot issues, or rotated through the regions and languages.

The Annual Report

The Annual Report is a factual journal of record primarily aimed at parliament. We plan to continue our existing policy of issuing a report that meets the statutory requirements of the Act, with Searching and other publications being the main public information tools.

Searching

Searching 1983 saw an important change in its treatment of the Centre's activities. The approach was changed to a regional rather than a divisional one, allowing a better analysis of how the Centre responds to regional development needs. Searching could also further reflect the growing interdependence of the Centre's divisions, for example, by focussing on a major development theme for each region and then discussing how the Centre has

responded in an integrated fashion. Examples could be project work in agriculture in Africa, peasant technology in Latin America, and population planning and demography in Asia.

Features

For some years Features, the science/development news package sent out to Third World newspapers, has consisted of a single global package. Though some of the stories originated here at the Centre, the majority was actually made up of material picked up from outside sources. It has been decided recently to cancel this service and to encourage and support the establishment of such services in developing regions.

PUBLIC AFFAIRS

IDRC's low public profile in Canada has been determined by the organization's philosophy and mandate and by the absence, until recently, of Canadian counterpart research activity. The Centre has so far perceived no real advantage in implementing a proactive public affairs program. Nevertheless, it is sensitive to an evolution of its public affairs needs, generated as much by internal factors -- the growth of cooperative programs which entail funding of research activity in Canada is an example -- as by external ones, mainly the changing economic and political environment. These suggest that it is time to refine our ongoing public affairs activities into a coherent strategy and work program.

The Strategy

The Existing Situation

Canada is known abroad for the generosity of its international aid program and the relevance of that program to the real needs of the developing world. The perception that Canadian aid is dispensed in an evenhanded and dispassionate fashion, largely free of any considerations of self-interest or arrogance, serves to enhance that positive image.

Among Canadians, however, recent economic reversals have fostered a questioning of the good sense of maintaining a generous posture to the poor of the world while the numbers of unemployed Canadians continue to grow. Our

vulnerability in the domain of international trade should persuade us to forge links with countries even more affected than we are. We should help to protect our traditional markets against erosion of their buying power, and to augment that power if our export industries are to anticipate long-term growth. These are the real lessons of world interdependence, but they are difficult to communicate in the context of domestic recession.

IDRC has benefited from, and contributed to, Canada's good reputation abroad. It has a 14-year history of profound contribution to meaningful development -- defined as a country's ability to analyze its own needs and priorities and to implement relevant programs on that basis -- in the Third World. This enviable record, while recognized and praised overseas, is not very well known to Canadians.

Perhaps the most appreciated aspect of IDRC's international reputation is that it does not dictate research needs but rather responds to the priorities of the countries and executing institutions where Centre-funded research is carried out. This non-interventionist approach has been matched by a similar modesty in the conduct of its public affairs activity, both overseas and domestic. The Centre has been prepared to let the projects it funds, the researchers who staff the executing institutions and the beneficiaries of the research speak on its behalf. And these have been most eloquent witnesses to the effectiveness of the organization.

That technique has worked well outside of Canada. To some extent, its results have fed back into Canada and generated significant esteem for the Centre among many Canadians. They, however, still represent a very small

percentage of the general public. The remainder also have a right to know, not only how the IDRC share of official development assistance is being spent, but also that that share is generating self-sustaining development far beyond what would normally be expected of such an investment. Canadians can take pride in this, and it will be one step towards demonstrating that, although there are few immediate benefits accruing from our contribution to the building of research capability overseas, there are certainly long-term returns of substantial value.

Ongoing Public Affairs Activities

It is recognized that the major part of the Centre's day-to-day public affairs activity takes place at the interpersonal level. The President maintains contact with parliamentarians and other decision-makers and also regularly briefs the members of the Standing Committee on External Affairs and National Defence on the Centre's activities. Centre staff, in their normal interaction with professional colleagues and the public, communicate and exchange information on the Centre and often stimulate requests for more information.

As a complement to this form of contact and as information tools in their own right, publications and films are produced and distributed by the Communications Division. Many of the publications represent the results of Centre-funded research. General publications include the quarterly magazine Reports/Explore, the annual review Searching, the general brochure and the projects book. The annual report is prepared as a statutory requirement and is presented to parliament. "Choices" and the briefing film are the audiovisual documents most used to explain the background, mandate and

activities of the Centre, although films on specific development issues also enjoy some popularity with Canadian audiences.

Media relations centre on the identification of, and contact with, journalists who have demonstrated an interest in development issues. Centre publications and other information are made available to them. Briefings and interviews are also arranged if required. The major Canadian newspapers and magazines are monitored for references to IDRC or to issues with which IDRC is concerned.

A series of Canadian seminars on Third World development has been organized in various regions of Canada. These have proven to be effective public affairs mechanisms in gaining respect for the Centre and its staff.

The Public Affairs Unit has been actively cooperating with organizations such as the World Food Day Association, the Canadian Youth Science Foundation and Access Alberta/TV Ontario where it is perceived that their activities contribute to acquitting the development education responsibility shared by IDRC. For the same reasons, systematic contact and collaboration with CIDA public affairs staff are being renewed.

These activities have evolved over time to satisfy public affairs needs as they were recognized. They continue to be valuable, although there is no mechanism to determine precisely how effective.

The IDRC Profile

In sum, respect for the Centre is based on the following attributes:

1. Its policies are determined, and its work directed, by a distinguished international Board of Governors.
2. Its focus is on research for the adaptation of science and technology to the needs of developing countries.
3. It is committed to strengthening Third World research capability and expertise by supporting proposals from indigenous research institutions to carry out research for their own benefit.
4. It is not subject to Canadian content stipulation or political criteria.

These characteristics, taken with its professional staff, have permitted IDRC to become a centre of excellence, an information and resource bank on issues related to applied scientific and technological research for development. As a result, it enjoys an excellent overseas image of relevance and consistency.

The Objectives of the Strategy

It is therefore being proposed in this document that IDRC focus its domestic public affairs effort on acquainting Canadians with the fact that it

is a centre of excellence. The primary audiences for this message would be:

1. Political decision-makers.
2. Development researchers and professionals.
3. Developmental constituencies in Canada.
4. The general public.

The objectives of this strategy are:

1. To develop awareness of IDRC as a centre of excellence on Third World development issues and particularly the application of science and technology to address these issues.
2. To promote the Centre as the logical source of information and expertise in Canada on these issues.
3. To enhance the effectiveness of the Centre through public understanding of and support for its mandate.

Theme of the Strategy

The following statement encapsulates the major theme of the strategy:

IDRC is a centre of excellence on scientific and technological research for Third World development. In its 14 years of support for Third World research, the Centre has accumulated a unique store of specialized knowledge on issues which relate to the betterment of the day-to-day lives of the most disadvantaged of the population of developing countries. These issues include

farming; food storage, processing and distribution; forestry; fisheries; animal sciences; energy; tropical diseases; water supply; health services; education; population studies; economics; communications; urban policies; science and technology policy; and information systems. This information is available to Canada's research and academic communities and to all its citizens.

Implementation of the Strategy

To achieve these objectives, there has to be a change in the existing style and intensity of the Centre's public affairs activities. The major part of the in-Centre activity will be in the preparation of the professional staff to play their role in the public communication process. Outside the Centre, there will be much more frequent contact between staff and the public and an upgraded regimen of media relations. In short, the main channels of communication in the implementation of this strategy will be Centre staff and the mass media.

Role of Centre Staff in the Strategy

Centre staff will always be the main agents of IDRC's public information and image-building activity. To facilitate their effective performance in this role, activities of the following kind must be programed as part of the public affairs exercise:

(a) Centre staff should be specifically briefed on and encouraged in the performance of their public affairs role on behalf of the Centre. This is an ongoing function, exercised in their daily contact with professional colleagues and the public. It can be enhanced in imaginative ways, e.g. on a

program officer's return to Canada after a posting overseas, public affairs unit staff may seek to expose that officer to the media and to an audience in his/her home community.

(b) Professional staff and visiting development experts should be urged to make themselves available as speakers at relevant conferences, seminars and proceedings in Canada. With the Centre's approval and assistance, their papers could be adapted for publication in reputable journals and periodicals with large circulation.

(c) Proposals should be put to the editors of reputable North American journals and periodicals for the placement of features written by professional staff. The support of the public affairs writing staff is key to the success of this exercise.

(d) A series of short briefing sessions, open to all interested Centre staff, should be organized with the objective of familiarizing staff with the major issues of development. Centre staff or visiting development experts could function as resource persons in this exercise. One benefit of this would be that a more knowledgeable staff could promote a better-informed image of the Centre. Similar briefings within Divisions are recommended.

(e) Special arrangements may need to be put into place in the library so that it could adequately service the increased demand on its resources.

Work Program Activities

The following list of activities, broken down by audience segment, would constitute the public affairs work program:

Political Decision-Makers

Contacts with this audience should continue to be at the discretion of the President, with proposals for activities supplementary to his own being cleared through him.

Development Researchers and Professionals

The centre of excellence concept has special relevance for this group. The regional seminars should be continued, but now with a discipline-specific bias, using Third World resource persons as much as possible. Increased appearances of Centre professional staff at relevant forums would contribute to increasing awareness among this audience as well. So would the proposed Canadian edition of Reports/Explore and Searching. Other effective mechanisms are:

(a) 'Placed' articles: the writing and placing of discipline-specific articles in specialized media, e.g., "The Agrologist," "Water & Pollution Control," "Future Health," "Canadian Research", etc., and also in the magazines, newsletters and journals of selected learned societies and professional associations in Canada (and where considered useful, the United States).

(b) A more aggressive marketing program for IDRC publications and a better distribution program for IDRC publications and films. The latter is

already being pursued, but the need to increase the frequency of showings in Canada of existing IDRC films, particularly those which demonstrate some of the real problems of development which can be addressed, bears reemphasis.

(c) With the assistance of the staff of the Public Affairs Unit, program staff should develop public information components of co-operative program projects. These components may well include media briefings or other forms of public exposure of Canadian and Third World participants in these projects.

Developmental Constituencies in Canada

IDRC does share a development education responsibility with CIDA and the NGO community. To determine the best means of acquitting that responsibility, a systematic working relationship between the public affairs/communication groups in IDRC and CIDA is desirable. One additional advantage of such a relationship would be that the two could work together to prevent any public misconception that IDRC is, while raising its public profile, competing in some way with CIDA.

The General Public

The mass media represent the most effective and immediate means of putting issues on the public agenda. A consistent and vigorous effort to place articles, generate interviews of Centre professionals and visiting development experts by journalists/broadcasters, and promote media coverage of Centre-sponsored events and projects would accelerate the pace at which a more general public, including our specific audiences, becomes aware of IDRC as a source of professional expertise and a repository of valuable information on specific development issues.

Those within IDRC who work with the mass media must be conscious that it is always a more attractive proposition for the popular media to characterize the Centre as another conduit for the flow of Canadian taxpayers' dollars overseas. Facts and figures that support this kind of message are a far more glamorous commodity than scientific excellence, relevant research or cogent views on development issues. Nevertheless, the objective of this component of the strategy must be to create in the mass media establishment an awareness that IDRC is the logical source of reliable information on any development issue of a scientific nature.

The media relations process involves continuous programing of the following activities: Review and monitoring of mass media for references to the Centre and Centre-related issues; Response and follow-up (e.g. after the appearance of articles dealing with science and development-related issues, IDRC could submit letters to the editor correcting inaccuracies or indicating the Centre's own involvement in these issues); Identification of the journalists/broadcasters who cover Centre-related issues (these could include journalists of the major U.S. newspapers); Ensuring that journalists are aware that IDRC stands ready to offer information or informed comment by telephone or otherwise when they need help in understanding or interpreting development questions of a scientific nature; Preparation of a list of issues of Centre-supported research which might be of interest to mass media; Preparation of briefing papers and notes on these issues; Visits to media systems and briefing of reporters/editorial boards; Arrangement of interviews of senior professional staff; Contacts with editors regarding negotiations for the placement of articles; Preparation, writing and submission of articles

each developed around a specific theme and emphasizing need, response and results; Organization of special advance press briefings related to major events, e.g. the World Population Conference (Mexico, August 1984), the Tropical Diseases Conference (Calgary, September 1984), World Food Day (October 1984) -- the substance of such briefings will be worked out with the relevant program divisions.

Results of the Strategy

The effectiveness of this public affairs program is to some extent measurable, using as main indices the increased frequency of references to IDRC in the mass media and the growth in the demand for information from and about the Centre.

It is reasonable to anticipate a significant increase in public awareness of IDRC within 18 months of the start of implementation. Whether or not this grows into a larger support constituency for the Centre depends in part on the economic and political environment and other variables outside the control of the Centre. But it equally depends on the vigour of the program itself. One essential element will be the willingness of staff, the main communicators in this exercise, to accept the excellence of the IDRC record in contributing to Third World development and to promote the Centre in these terms. This may entail a change in our traditional style of public affairs, but it is certainly consistent with the degree of professionalism and confidence that characterizes other aspects of our work for the Centre.

AUDIOVISUAL

Past Achievements

Since 1975, the Division has produced 20 original films, plus 28 other language versions of them. They can be classified as follows:

- (1) public relations films (e.g. Choices);
- (2) extension films (e.g. When the Harvest is Over);
- (3) agency-support films (e.g. Pods of Protein);
- (4) project support films, on a particular project or group of projects, aimed at specific technical audiences but capable of reaching a broader public with a message about the value of the work we sponsor (includes most IDRC productions);
- (5) program support film on a theme or issue (Prescription for Health).
This last film does not "star" a particular IDRC project, but describes Health Sciences Division's position on the research and development of water and sanitation. It also serves a PR function in that its subject matter is very topical for the 1980s.

Two IDRC films won first prizes at the 1982 Festival International du Film Scientifique et Technique in Brussels. Another film won "honourable mention" at the 1983 San Francisco International Film Festival. The Swahili and English versions of the 1978 production, When the Harvest is Over, have been viewed by as many as two million Kenyan farmers and grain handlers and is still regarded as one of the Kenya National Agricultural Laboratories' centrepieces.

The Centre now has one of the most unique development photo libraries in Canada, consisting of about 20 000 images, categorized along IDRC program lines. They are used mainly in the publications program, in slide shows, and in aiding program officers in presenting their work in speaking engagements. Other development agencies are given limited access to the photos.

Between 1985 and 1987, a new general film on the Centre will likely be needed to replace "Choices" because of Centre program changes and expansion into new areas. However, "Choices" will remain on the distribution list because it does not mention the IDRC structure and continues to be a good general overview of science and technology for development.

ICRAF and other organizations have asked the Division to help them produce films in support of their work. The direct benefits to the Centre of this kind of production involvement are not significant and such requests are therefore given low priority. Stock shots and advice, especially in identifying filmmakers to carry out projects, can be offered.

Most future productions will be in the project and program support areas. Support materials should ideally be produced for each film. These could take the form of booklets or single pages adapted to the culture of each national audience.

New Directions

We do not propose a radical departure from our traditional AV program. The "Water and Sanitation Impact Video" project, with the International Centre for Diarrhoeal Diseases Research, Bangladesh (ICDDR,B), and the workshop for

science television producers in Dakar, do however constitute something new, and additional requests for support for local productions have been received. We feel that the production work should be taken over by local teams. Our filmmaker and others could occasionally act as project advisors, drafting proposals, supervising production, identifying appropriate resource people, arranging appropriate training, etc. Such activities would result in better trained local filmmakers and better videotapes and films which the Centre could help promote. We will also consider printed support materials for such productions, on a case-by-case basis.

AV Resources

In order to utilize our filmmaker to spend an increasing amount of time on new project initiatives and to pass his skills on to others in the Third World, it will be necessary for the division to reduce somewhat our own production in favour of having our Third World colleagues better skilled to fully utilize AV productions in the extension and education fields. We hope to be able to hire an assistant filmmaker in the next year or two, since our present filmmaker has no understudy and a sudden departure would seriously hinder our AV activity. The continued use of freelancers (editors, sound technicians, etc.) will allow us to maintain our present, and slightly expanded, program.

DISSEMINATION/MARKETING

Books and Publications

In the past year, all procedures, systems, and tools traditionally employed by the distribution staff of the Division have been systematically reviewed. The examination focussed on the mailing list, free distribution policies and practices, sales, the special role of libraries as disseminators of scientific information, and the part played by the regional offices in all the foregoing.

Concurrent with this review, other major publishers producing works on science and technology and/or international development were surveyed in order to determine how these publishers approach their own task and to seek their guidance. Those surveyed include: Les Presses de l'Université de Montréal, University of Toronto Press, McGraw-Hill Ryerson (Education), the World Bank, UNICEF, UNDP, US-AID, BOSTID, the FAO, and a number of international agricultural research centres (IARCs). This survey was carried out mainly through visits, correspondence, and attendance at conferences and book fairs.

The division's dissemination officer has also begun a series of field trips to all major regions where IDRC is active. (Southeast Asia in November 1983 and Francophone West Africa in April 1984). In mid 1984, visits are planned to Egypt and East Africa, and in 1985, to Latin America and the Caribbean. The main aim of these visits is to provide hard data from the field against which the division's stated goals and emerging strategy could be tested. Librarians, commercial publishers, IDRC regional staff, recipients

of IDRC publications, and others are interviewed to help judge the effectiveness of past distribution practices and the implications of new and planned initiatives.

This in-depth field survey has addressed the following main areas:

Mailing List

In January 1983 our computerized mailing list held approximately 40 000 names, most of which were dispersed among 17 000 different organizations. More than half the names had been on the list at least three years, and most of them had never been surveyed. The names of the 17 000 organizations had never been standardized with the result that some organizations appeared under different forms (e.g., IRRI, I.R.R.I., International Rice Research Institute). There were also over 100 different mailing codes, some of which were still accurate reflections of IDRC activity (e.g., forestry, fisheries) but many of which were no longer relevant and had not been used in several years.

The following steps have been taken to correct these problems of structure and maintenance of the list:

- i) The name of every organization appearing on the IDRC mailing list has been standardized. The entire process has taken more than nine months and has eliminated some 4500 duplicate names from the list.
- ii) The 20 000 entries that are over three years old -- it is generally accepted that entries this old are up to 50 percent invalid -- are being comprehensively checked and vetted. The survey cards were sent out in late March 1984 and the entire operation should be completed by the end of the

year. Thereafter, all three-year-old names will be surveyed annually.

iii) In consultation with the divisions, the Unit has begun to consolidate, modify, and, in some cases, eliminate mailing list codes to better reflect the Centre's current research and publishing activity. The mailing codes for Information Sciences, for example, have been reduced from 39 to 7. Comparable modifications have been made to the codes for the other divisions.

Depository Libraries

Not all important national libraries, university libraries, research documentation centres, scientific institutes, etc. are on the IDRC mailing list. The dissemination officer's field visits, along with advice from the RLOs, will go a long way to correcting these gaps. For example, in France, Thailand, Malaysia, Singapore, and Indonesia (visited by the Dissemination Officer last fall), none of the national depository libraries was considered properly coded and some were missing altogether; many important university libraries and research documentation centres were absent; and several key institutions were not on our list. This situation has been corrected.

Sales vs Free Distribution

At the beginning of 1983, there were only a few sales agents worldwide for Centre publications. In effect, distribution was free not only in developing countries but to a large extent in Canada, the U.S. and Europe. The division is now putting into effect the following policy:

(1) Developed Countries - There will be no more wide-scale free distribution in the developed countries. Rather, the emphasis is to be shifted to commercial distribution through reliable, efficient sales agents.

Negotiations with a number of excellent commercial distributors for Canada, the U.S., and Europe have begun, and some formal contractual arrangements are already in place.

(ii) Developing Countries - For the time being, free distribution will continue, but to a significantly reduced version of the mailing list. A final policy on free distribution will be developed after all major regions of the Third World have been surveyed by the dissemination officer and an overall strategy paper is available for study and implementation.

(iii) As a complement to this free distribution, agreements with commercial distributors in the developing countries are being established. This sales network will take two to three years to put in place. In the past year, agreements have been signed with agents in India, Thailand, and Malaysia and negotiations with agents in Indonesia and East and West Africa will be concluded in 1984 (There were already agreements with bookshops in Colombia and Senegal, and a distributor in Singapore).

The sales network will also provide us with an additional measure of the overall effectiveness of our publishing program. Those titles that respond to developing country needs will sell, while those that do not, will not sell. Should a decision be taken to reduce or eliminate free distribution in the developing countries, the network will be in place as an alternate mechanism for distribution.

Films and Videotapes

Despite the high quality of the documentary films produced by the division, they have, for the most part, reached only a small part of the worldwide target audience over the years. Starting in 1983 with the appointment of our dissemination officer we stepped up our marketing efforts to address this matter.

In Canada, the most popular films (and videotape versions) have been placed in the National Film Board's (NFB) film library system, beginning with Choices/Alternatives. In the first year with the NFB, the film was loaned out more often (170 times) than were all 25 IDRC films combined (140 loans). In January 1984, the English and French versions of five other films were placed in the NFB system. A small publicity campaign is planned for mid-1984 to be followed by a more substantial marketing effort in the fall.

France, Britain, and the U.S., besides being temporary home each year to hundreds of thousands of Third World students, are important centres of development work and scientific research related to the Third World. Just as it is important to make our books available through good commercial distributors of scholarly and scientific works, so too is it important for films. In France, an initial selection of films has been placed at the Canadian Embassy in Paris and a modest publicity campaign mounted. "Mediatheque des Trois Mondes," the largest distributor of development-oriented films in France, is being approached for a distribution arrangement. Canadian diplomatic missions in London, Washington, and New York will also be used as a first step in making films available in these countries.

The developing nations are being reached in various ways, greatly aided by a 1982 agreement with the Ministry of External Affairs that saw the placement of IDRC films in Canadian Embassies and High Commissions in selected developing countries. Now that the films are available in 44 Canadian missions, we have the difficult task of informing potential users. Approaches to this include a development film festival (Thailand), the use of portable cinema trucks (Kenya), and the possible screening of certain IDRC films in public movie houses as the first half of a "double bill" (West Africa). The films have also gained considerable TV exposure, although the impact of these broadcasts is very difficult to measure.

The circulation of IDRC films should continue to grow over the next few years with the help of some standard distribution techniques. But it is important to stress that planning for the distribution of a film should begin long before the camera begins to roll. The initial success of the most recent IDRC film, Prescription for Health, demonstrates what can be done when dissemination is given serious attention before production begins.

Film distribution is a local, intensive activity. Persons in key positions (whether in government, academic institutions or development agencies) must be identified and informed of the film's existence. One must get them to actually look at it and then make it relatively easy for them or their colleagues to borrow it. This can be partly done from Ottawa but more effectively accomplished from a regional office. It is time-consuming work, however, and we may need to consider hiring either a local person at certain regional offices to work with our RLO, or find a film distribution agent competent and willing to adequately market our material.

PROJECT SUPPORT ACTIVITIES

The Communications Division, with a budget of \$300 000, began in 1983-84 to investigate communications project proposals in those areas outside the interest or the mandate of the Information Sciences and Social Sciences Divisions -- and for which it already had considerable expertise. These initial investigations, by the RLOs and other senior division staff, uncovered a number of potential projects, all aimed at improving dissemination of research results.

The President approved a new person-year for program coordination in 1983-84 and an Associate Director (Programs) was appointed on 1 January 1984. During this same period the RLOs visited academic/scientific publishers, schools of communication/journalism, and major media outlets, and talked to a wide range of people to determine the kinds of assistance needed and to identify potential projects. The result has been the identification of enough projects to more than absorb the existing 1984-85 budget of \$600 000. A further benefit of this careful planning was the clearer formulation of our program, now divided into two main components: scientific communication and media development.

Scientific Communication Sector

In January 1984 the division sponsored an International Workshop on the Identification of Constraints to Improved Scholarly Publishing in Developing Countries. The workshop, held in Nairobi, brought together a wide range of editors/information specialists, and produced an important set of recommendations for future action.

One recommendation was that "scientific research and publication of results should be considered by national governments and international funding agencies to be a vital part of the development process." The participants strongly supported the creation of regional centres for scholarly and related publishing for the coordination of training in all aspects of writing, editing, and production. The key constraint identified was the lack of trained editors, particularly at the production level, and many of the recommendations directly or indirectly address the question of training.

Other recommendations of the workshop, such as sponsorship of training seminars, workshops, exchanges of North/South editors, internships, and the creation of publishing cooperatives and editors' associations, will help form the backdrop of the program in the months and years ahead.

This area of concentration is divided into three subsections:

Improving information dissemination among scientists - The Division is helping Third World research institutions, particularly national ones, to develop publishing programs that will better enable them to disseminate the results of their research, some of which may have been supported by IDRC. This will be encouraged through the production of high quality technical publications, annual reports, and scientific papers presented at international conferences or published in international and regional journals. International distribution of this material will also be encouraged. This sector also includes support for worthy journals in developing countries, another principle (i.e. "external support") strongly endorsed at the Nairobi workshop. Plans are being formulated to budget for this new area, and we

should be in a position in 1985 to actually start providing some operational funds to selected journals, linking this with editorial and other forms of training to ensure success of the journals.

Improving information dissemination from the scientists to the technologists and technicians - Technologists and technicians would include teachers, health workers, agricultural extension workers, and others who can apply the results of research in the development process. Under this subsection, personnel of developing-country institutions will be supported, advised, and trained in a variety of methods of information dissemination to reach this specialized and important audience of potential users of research results. The methods will include film, videotape, audio cassettes, instructional printed material, magazines, brochures and workshops.

Improving information dissemination in the national languages of Third World countries - Under this subsection funds could, for example, be provided: to translate research information (print, visual, and audio) into local languages to reach technologists and technicians as well as local policymakers; to encourage terminological research in the sciences; and to investigate methods of copublication as developed at an international workshop sponsored jointly by the Communications Division and IRRI in November 1983 at Los Banos in the Philippines.

Media Development Sector

Under this area of the new program, the dissemination of applicable results of research to a general audience will be supported. Media development projects will involve the division in helping to improve the

capability of certain selected media to disseminate the research results to a wide variety of publics, including policymakers, the donor community, scientists in other fields, teachers, students, and the general public. The program will be directed at three areas:

Print - Examples of projects under this heading include: regional and national science writing workshops and short courses for journalists and development news agency personnel; funding of the development of regional science writers manuals; development of science writing curricula in Third World schools of communication and journalism.

Radio - This medium plays an important part in the lives of people in developing countries, particularly in the rural areas. The Division intends to help identify and support some experimental projects such as one proposed by the Asian Institute of Broadcast Development to hold a regional science popularization training course for radio producers and writers.

Audiovisual (Film and Videotape) - Film and, increasingly, videotape and television broadcasting are being used to convey development information to the general public and to specialized audiences in developing countries. The objective is to identify and support several projects to increase the utilization of these media to transmit information on the results of scientific and technological research. These will include the training of Third World personnel in the production of "science popularization" programs on film and videotape, and the support of local audiovisual initiatives. For instance, a recent regional television workshop in Senegal supported by the division sought not only to train personnel from several West African

countries in videotaping techniques, but also to produce several half-hour development science documentaries for broadcast in the region. Another project in Bangladesh will help the International Centre for Diarrhoeal Disease Research produce a video program that will graphically describe and communicate to rural peoples the proper use of handpumps and latrines, plus basic hygiene education. The project will also measure the impact of such interventions on the health of villagers.

In all of these areas, the Division is keen to promote training and the development of links (networks) that will, for example, provide training and internships in Canada for teachers of science writing and for science journalists. It is also proposed to help link regional associations of science writers in the Third World with the Canadian and Quebec associations of science writers for mutual benefit and information-sharing.

The next five years in project support

In regions such as West Africa and Southeast Asia, a number of requests for project support have been identified and assessed. There is a need, however, in the fall-winter period of 1984-85, to hold project identification workshops in both areas of the program.

Because needs differ not only from region to region but sometimes from country to country, we plan to schedule a series of workshops to cover all areas of the developing world. These will facilitate a response to specific needs and avoid the much easier, traditional approach of imposing general solutions based on general investigations or incorrect assumptions.

The staffing of the program area will be studied carefully in the next few years. The RLOs will continue to act as part-time project identification people. And, in addition to the appointment of RLOs in MERO and SARO (hopefully in 1986-87), existing plans include provision of a program assistant to be hired for LARO, and an increase in the budget for freelance editing, translation and article-writing.

In Ottawa, an attempt will be made to limit program staff to three: an associate director and two program officers (one anglophone, one francophone but both, ideally, with some capacity in the other language; Spanish, too, would be an asset for one of the program people).

Funding for this program remains difficult to assess at this early stage although indications are that the demand will exceed \$1 million CAD for 1988.

The program will also include some limited communications research, thus enhancing and enriching the overall program, and as well meeting the research-related components of some of our pipeline projects. Subject specialists in other divisions will be requested to advise on methodology, etc, until the necessary skills are developed within the Division.

The Division should have a broader mandate to support book publishing beyond that which is involved in the dissemination of scientific information. Some of the key points in the argument, that have been stressed by publishing researchers inside and outside the Centre, are:

- Publishing is a highly important function in any society to ensure the diffusion of knowledge. This is particularly true in societies where the other infrastructures of communications (such as television) are as yet not fully developed. Books and journals stand at the centre of the process. The publishers are gatekeepers, coordinators, entrepreneurs, cultural arbiters, and facilitators.

- Publishing is dominated by the nations of the North and this dependency of the South on the North should be eased if not eliminated.

- Publishing and all of its functions have been largely ignored by social scientists, government authorities and most analysts of Third World development problems, yet the printed word is a key to development in its role as a disseminator of serious development information.

- Unesco has almost been alone among major agencies in promoting publishing. Without US funding, Unesco's efforts in this area would be severely cut.

- Publishing has been given a low-priority in the development plans of most Third World governments, faced as they are with many more immediate and pressing demands on very limited resources.

- A major area to be considered by the Division for support is in the production of textbooks that reflect the realities of a specific region rather than being the results of scholars/writers based in the North.

- Another critical area is support for better distribution systems.

- There is also a need for further research and writing on Third World publishing. Research by publishing professionals, in concert with social scientists, should be funded to ensure that the findings are accepted and acted upon by the publishing industry.

- Lastly, there is a need for the training of Third World publishing professionals in publishing administration, inventory control, accounting procedures, distribution, marketing and publicity, editing and design, and the very important technical aspects of printing/binding -- the "manufacturing" side of publishing.

LIST OF STAFF (as of August 1984)

	<u>Title</u>	<u>Date of Employment</u>
HUTTON ARCHER	Associate Director Public Affairs	1984
JEAN-JUDE BERTHELET	Distribution Clerk	1982
ALINE BUSSIERES	Revisor	1972
MARILYN CAMPBELL	Associate Director Publishing	1974
ROBERT CHARBONNEAU	Interpretive Writer	1983
FRANCIS CHILDE	Dissemination Officer	1983
CHIN SAIK YOON	Regional Liaison Officer ASRO	1984
GIL CROOME	Senior Editor	1981

STELLA DE FEFERBAUM	Regional Liaison Officer LARO	1975
MICHEL DES ROSIERS	Technical Editor	1983
JACQUES DUPONT	Associate Editor (Explore)	1982
CLAUDE DUPUIS	Audiovisual Assistant	1976
ROBERT DRYSDALE	Technical Editor	1980
CATHY EGAN	Word Processing Assistant	1983
JEAN-MARC FLEURY	Regional Liaison Officer WARO	1976
MARIE GEOFFROY	Secretary	1983
PATRICIA ANN GIGUERE	Translator/Documentalist	1978
MICHAEL GRAHAM	Program Officer	1974
ALICE HERCZUK	Typesetter/Paste-up Artist	1981
BOB HUGGAN	Associate Director, Programs (also Deputy Director)	1980

KATHY KEALEY-VALLIERE	Technical Editor	1976
HARRIET LAMPKIN	Secretary to Director	1981
BARBARA LANDRY	Distribution Assistant (List Maintenance)	1975
PIERRETTE LEGROS	Proofreader	1973
KATE LILLEMARCK-GALBRAITH	Distribution Supervisor	1978
TONY LOVINK	Information Officer	1977
REG MACINTYRE	Director	1972
NEILL MCKEE	Film Producer/Director	1975
ANDRE MCNICOLL	Senior Writer	1983
FIBI MUNENE	Regional Liaison Officer EARO	1982
JOANNE PELOQUIN	Secretary	1983
FRANCINE PICARD	Secretary	1982
JERRY RAYMOND	Assistant Director	1982

ROWAN SHIRKIE	Editor-in-Chief (Magazines)	1974
BERYL SCRIVENS	Secretary	1980
SUZANNE TEJEDA	Distribution Assistant (Enquiries)	1981
GERRY TOOMEY	Interpretive Writer	1980
NOREEN TOURANGEAU-DUMOULIN	Secretary/Receptionist	1982
MARIE-PAUL TREMBLAY-CORRIVEAU	Translator	1975
MICHELE WILSON	Head, Translation	1983

(Plus five vacancies in the process of being filled.)



INTERNATIONAL
DEVELOPMENT
RESEARCH CENTRE

CENTRE DE RECHERCHES
POUR LE DÉVELOPPEMENT
INTERNATIONAL

Date: _____

**DECISION TO PUBLISH
ORDRE DE PUBLICATION**

DTP No./N° ODP _____

Title/Titre _____

Author(s)/Auteur(s) - Editor(s) Rédacteur(s) _____

Type of Publication/Genre de publication

- | | |
|---|--|
| <input type="checkbox"/> Monograph/Monographie | Language/Langue _____ |
| <input type="checkbox"/> Proceedings/Compte rendu | Recommended no. of copies/
Nombre d'exemplaires proposés _____ |
| <input type="checkbox"/> Bibliography/Bibliographie | Date MS ready for editing/Prêt à reviser le _____ |
| <input type="checkbox"/> Technical Study/Étude technique | Contact in initiating Division/
Responsable divisionnaire _____ |
| <input type="checkbox"/> Manuscript Report/Manuscrit dactylographié | <input type="checkbox"/> Original printing Premier tirage |
| <input type="checkbox"/> Brochure | <input type="checkbox"/> Reprinting/Reimpression |
| <input type="checkbox"/> Other (Please specify)/Autres (Précisez) | |
- Description: _____

Components/Éléments

- | | | |
|---|--|-------------|
| Foreword/Preface <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | Photograph(s) <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | IDRC: _____ |
| Introduction <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | Photographies (No.)/(Nombre) _____ | |
| Abstract/Résumé <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | Line drawings/
Croquis <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | ISBN: _____ |
| Bibliography/
Bibliographie <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | (No.)/(Nombre) _____ | |
| Appendix(es)/
Annexe(s) <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | Tables/Tableaux <input type="checkbox"/> Yes/Oui <input type="checkbox"/> No/Non | |
| Other (specify)/
Autres (préciser) _____ | (No.)/(Nombre) _____ | |

Approved/Approuvé

Director, Communications Division/Date
Directeur, Division des communications/Date

Director, Program Division
Directeur, Division du programme

**For Communications Division Use/
Réservé à la division des Communications**

- | | |
|--|--|
| Budget: Typesetting/Composition \$ _____ | Target Publication Date/
Date de publication prévue _____ |
| Proofreading/Correction d'épreuves _____ | |
| Printing/Impression _____ | |
| Graphics/Graphiques _____ | |
| Photography/Photographies _____ | Est. Printed Pages/
Nombre de pages imprimées prévu _____ |
| Translation/Traduction _____ | |
| Promotion _____ | |
| Initial Distribution/
Première distribution _____ | |
| Other (specify)/
Autres (préciser) _____ | Account No./N° de compte _____ |
| Total: \$ _____ | |

Copies of DTP to Copie ODP:



CANADA

INTERNATIONAL
DEVELOPMENT
RESEARCH CENTRECENTRE DE RECHERCHES
POUR LE DÉVELOPPEMENT
INTERNATIONAL

Appendix II (b)

**PUBLICATION PRODUCTION CONFERENCE/
RÉUNION SUR LA PRODUCTION DE PUBLICATION**

Date _____

ATTENDED BY/PRÉSENTS:

_____	_____
_____	_____
_____	_____
_____	_____

TITLE/TITRE:

Is title satisfactory? / Titre satisfaisant? ☐ Yes/Oui ☐ No/Non
Too long? / Trop long? ☐ Yes/Oui ☐ No/Non
Too short? / Trop court? ☐ Yes/Oui ☐ No/Non
Too vague? / Trop vague? ☐ Yes/Oui ☐ No/Non
Change recommended / Modifications recommandées _____

LANGUAGE/LANGUES:

Language of original manuscript / Texte original écrit en
☐ E/A ☐ F ☐ S/E ☐ Other/Autre
Requiring translation? / Doit être traduit? ☐ Yes/Oui ☐ No/Non
Into/En ☐ E/A ☐ F ☐ S/E ☐ Other/Autre
Based on figures/information provided by / D'après les chiffres/
renseignements fournis par _____
No. of words (approx.) for translation / Nombre approximatif de mots
à traduire _____

Recommended for translation through / Il est conseillé de confier le texte
☐ In-house / à un traducteur du CRDI
☐ Freelance / à un traducteur indépendant
☐ Secretary of State / au Secréariat d'État
Simultaneous publication / Publication simultanée
☐ essential / essentielle
☐ desirable / souhaitable
☐ no special timing / aucune date particulière

**AUTHOR(S)/EDITOR(S):
AUTEUR(S)/ÉDITEUR(S):**

COMPONENTS/ÉLÉMENTS:

☐ Line drawings / Croquis ☐ Halftones / ☐ Colour / Couleurs
☐ Tables / Tableaux ☐ Photographies ☐ B & W / Noir et blanc
☐ Other / Autres

Suitable for publication? / Publiable? ☐ Yes/Oui ☐ No/non
Redrawing necessary? / Retouches nécessaires? ☐ Yes/Oui ☐ No/non
How many line drawings/photographs should be included in this book? /
Combien de croquis/photographies ce livre doit-il comprendre?
Line drawings / Croquis _____ Halftones / Photographies _____
How much colour should be used and how? / Quelle utilisation faut-il faire de
la couleur dans cet ouvrage? _____

Is listing correct? / Noms corrects? ☐ Yes/Oui ☐ No/Non
In correct order? / Dans l'ordre? ☐ Yes/Oui ☐ No/Non
Is spelling correct? / Orthographe correcte? ☐ Yes/Oui ☐ No/Non

CREDITS/CRÉDIT:

☐ IDRC staff / Collaborateurs du CRDI ☐ Others / Autres
Style and placement of credit / Type et emplacement du crédit: _____

FORMAT:

☐ Monograph / Monographie ☐ Technical Studies / Études techniques ☐ Other / Autres
☐ 6" x 9" ☐ 8" x 11
☐ 7" x 10 ☐ Other (specify) / Autres (précisez) _____
☐ Typeset / Texte dactylographié
☐ Shot from typewritten copy / Photocopié
☐ Bi-columnar / Texte en 2 colonnes
☐ Single column / Texte en 1 colonne
Any special type-size requirements? / Calibre particulier des caractères?
☐ Yes/Oui ☐ No/Non
Estimated printed pages? / Nombre de pages imprimées prévu? _____
Binding / Reliure ☐ Sewn / Coudre ☐ Endpapers / Gardes
☐ Side-stitch / À dos long ☐ Saddle / À nerfs
☐ (piqure à plat) ☐ (piqure à plat)
☐ Perfect / Sans couture ☐ Casebound / Cartronnage
☐ Dust jacket / Chemise

GRAPHICS/GRAPHISME:

Cover Design / Maquette ☐ Plain / ☐ Interesting / ☐ Exciting
☐ Simple ☐ Intéressante ☐ Attrayante
Nombre of inks / Nombre d'encre: _____
Type of design desirable (describe if possible) / Genre de maquette
souhaitable (d'écrivez si possible) _____

Other features / Autres particularités: _____

EDITING/ÉDITION	TYPESETTING/COMPOSITION
Date ready for editing / Prêt pour l'édition le _____	<input type="checkbox"/> In-house / Au centre or / ou <input type="checkbox"/> Outside / À l'extérieur
Any special editing requirements? e.g. degree of editing, etc. / Instructions spéciales? e.g. niveau d'édition, etc. _____	Any special requirements? Instructions spéciales? _____
_____	_____
_____	_____
_____	Time required to set and correct / Durée du travail de composition et de correction _____
_____	Proposed date for completion of camera-ready material / Date proposée de remise des travaux pour la photographie _____
_____	_____

☐ In-house / Au centre d'info. ☐ Outside / À l'extérieur
Any special requirements? / Instructions spéciales? _____

Time required to set and correct / Durée du travail de composition et de correction: _____
Proposed date for completion of camera-ready material / Date proposée de remise des travaux pour la photographie: _____

DISTRIBUTION:

Target publication date/Date de publication prévue _____
Number on mailing list/Nombre de personnes sur la liste de distribution. _____

Should bulk quantities be reserved for future use?/Faut-il garder des exemplaires en réserve? ☐ Yes/Oui ☐ No/Non
If "Yes," how many?/Si "oui", combien? _____

Proposed press run/Tirage recommandé _____
Should special mailing lists be compiled?/Faut-il établir une liste de distribution spéciale? ☐ Yes/Oui ☐ No/Non

Should bulk quantities be reserved for future use?/Faut-il garder des exemplaires en réserve? ☒ Yes/Oui ☐ No/Non
If "Yes," how many?/Si "oui", combien? _____

<p>PROMOTION:</p> <p>To which review journals should book be sent?/À quelles revues bibliographiques doit-on faire parvenir l'ouvrage? _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Should we place ads in magazines or journals?/La publicité doit-elle se faire par des revues d'information générale ou spécialisée?</p> <p><input type="checkbox"/> Yes/oui <input type="checkbox"/> No/non</p> <p>If "Yes," name potential or preferred ones/Si "oui", lesquelles? _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Should we prepare a press release?/Doit-on préparer un communiqué de presse? <input type="checkbox"/> Yes/oui <input type="checkbox"/> No/non</p> <p>Should we prepare a special article/announcement for IDRC Reports/Explore/Informa?/Doit-on rédiger un article spécial/annonce pour le CRDI Explore/Reports/Informa? <input type="checkbox"/> Yes/oui <input type="checkbox"/> No/non</p> <p>If "Yes" who will do it?/Si "oui", qui doit en être l'auteur? _____</p> <p>_____</p> <p>Should a special promotion flyer be prepared?/Doit-on préparer un dépliant spécial? <input type="checkbox"/> Yes/oui <input type="checkbox"/> No/non</p>
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Should we place ads in magazines or journals? / La publicité doit-elle se faire par des revues d'information générale ou spécialisée?
☐ Yes/oui ☐ No/non

If "Yes," name potential or preferred ones/Si "oui," lesquelles? _____

Should we prepare a press release? / Doit-on préparer un communiqué de presse? ☐ Yes/Oui ☐ No/Non

Should we prepare a special article/announcement for IDRC Reports? / Explore/Informa? / Doit-on rédiger un article spécial/annonce pour le CRDI/Explore/Reports/Informa? ☐ Yes/oui ☐ No/non

If "Yes" who will do it? / Si "oui," qui doit en être l'auteur? _____

Should a special promotion flyer be prepared? / Doit-on préparer un dépliant spécial? ☐ Yes/oui ☐ No/non

SPECIAL COMMENTS/REMARKS:

DOCUMENTS SUBMITTED TO THE COMMITTEE

Documents submitted to the Committee by the Division *

1. Statement on the Program of Work of the Communications Division.
2. Possible Areas of Communications Research for Consideration as Communications Division Projects.
3. Report on International Workshop on the Identification of Constraints to Improved Scholarly Publishing in Developing Countries, Nairobi, Kenya, 23-25 January, 1984.
4. Draft Report of the Workshop "Multilingual Copublication of Agricultural Technology" held from November 28 to December 01, 1983 in Los Banos, Philippines.

*Various other documents were studied by the External Consultant as part of his orientation for the task.

B. Documents submitted to Committee by External Consultant

1. "An Approach to the Evaluation of the Communications Division of IDRC".
2. Notes of Conversation with Bob Huggan, Deputy Director and Associate Director for Programs, on May 14, 1984.
3. Views Expressed by Ms Marilyn Campbell, Associate Director (Publishing), to N. Currie and F. Campbell on April 24, 1984.
4. Views Expressed by Mr. H. Archer, Associate Director (Public Affairs), to N. Currie and F. Campbell.
5. Views Expressed by Francis Childe (Dissemination Officer), to Norman Currie and Frank Campbell on May 14, 1984.
6. Comments by Michael Graham (Program Officer) to Norman Currie and Frank Campbell on May 14, 1984.
7. Summary of Responses to Questionnaires.